

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2022/2023

BHR 3614 – HUMAN RESOURCE MANAGEMENT

(All sections / Groups)

6 July 2023

09.00 a.m – 12.00 p.m

(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 4 pages (including Cover Page) with **FIVE (5)** Questions only.
2. Attempt **ALL** Questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please print all your answers in the Answer Booklet provided.

QUESTION 1**Innovative HR Practices at Southwest: Can they be sustained?**

With 35 consecutive years of profitability, the Dallas-based Southwest Airlines had been the most successful low-fare, high frequency, and point-to-point carrier in the US. Southwest is known not only for its innovation in operations but also for its HR practices, which were nurtured by its long-standing CEO, Herbert D. Kelleher. He developed a culture aimed at fun and employee satisfaction. He also devised numerous employee-oriented organizational practices, training, and motivational programs. His fun-loving way of treating employees and charismatic leadership qualities made him a supreme hero among them even after he stepped down from the CEO post in 2001 and became its chairman. But in May 2008, Kelleher announced that he would step down from the post of chairman. Following the announcement, the entire airline industry was skeptical about the sustainability of Kelleher's innovative HR practices at Southwest. This case discusses how a leader influences the HR practices of a firm with his/her own leadership style. It also allows for discussion on whether it is the right move for a company to follow HR practices which are highly influenced by a leader.

Source:

http://www.ibscdc.org/case-catalogues/HRM_Case_Studies_Catalogues.pdf

1. Using Handy's and Harrison's typologies of culture, how would you describe the culture at Southwest Airlines? **(7 marks)**
2. Explain why the CEO for Southwest Airlines adopted employee-oriented practices, fun-loving culture, and his charismatic leadership style, among others. **(8marks)**
3. Do you think a CEO's style of leadership can and should influence the HR practices at the workplace? Explain. **(5 marks)**

Continued

QUESTION 2

Human beings are not only the most **delicate** assets to manage but also the most **important** assets to have in an organisation. Discuss and evaluate this statement about any **TWO** of the following areas:

- a) Discipline
- b) Organisational Culture
- c) Health and Safety
- d) Training and development.

(20 marks)

QUESTION 3

- a. Discuss at least four procedural suggestions for managing dismissals effectively.
(12 marks)
- b. Define wrongful dismissal.
(2 marks)
- c. Explain the steps you would take as a supervisor to avoid someone accusing you of wrongful dismissal?
(6 marks)

QUESTION 4

It has been observed that to replace a former employee who has resigned or retired, the company must spend 150% of the previous employee's salary. In the light of the above statement, it is evident that employee retention and employee engagement are critical issues for the organisation to attend to.

- a. List the strategies an organisation can use to retain its employees to reduce high labour turnover
(10 marks)
- b. Explain the various forms of employee engagement that take place in any type of organisation.
(10 marks)

Continued

QUESTION 5

- a. Discuss a recruitment and selection strategy of a known organisation highlighting **FIVE (5)** areas which impact on operational efficiency or effectiveness. (10 marks)
- b. Discuss **FIVE (5)** benefits to SHRM. (10 marks)

End of Paper

